

**CITY OF NEVADA CITY,  
CALIFORNIA**



**MANAGEMENT REPORT  
FOR THE YEAR ENDED  
JUNE 30, 2009**

*Available for viewing at City Hall*

**CITY OF NEVADA CITY,  
CALIFORNIA**



**FINANCIAL STATEMENTS  
TOGETHER WITH  
INDEPENDENT AUDITORS' REPORTS  
FOR THE YEAR ENDED  
JUNE 30, 2009**

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# Q2



## Nevada City Sales Tax Update

Third Quarter Receipts for Second Quarter Sales (Apr-Jun 2009)

### Nevada City In Brief

Receipts for Nevada City's April through June sales were 41.5% lower than the same quarter one year ago. Actual sales activity was down 41.6% when reporting aberrations were factored out.

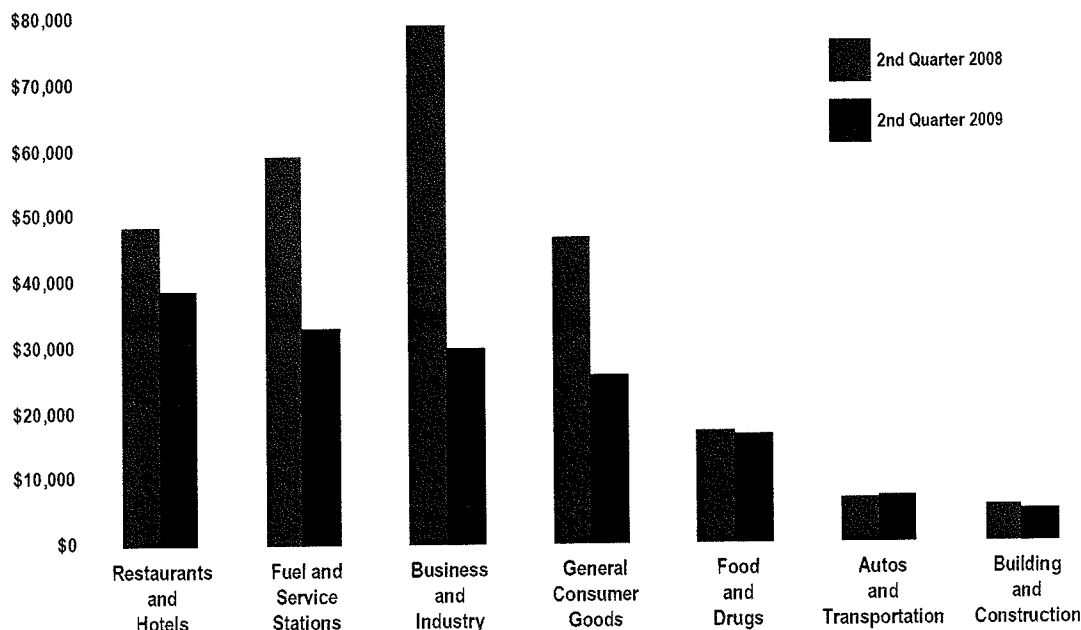
The city experienced a decline in sales from heavy industrial supplies, contractor supplies, and grocery stores with liquor. A onetime accounting adjustment understated the decline from electrical equipment. Double-up payments in the comparison period exaggerated the current declines from women's apparel, restaurants with beer/wine, and restaurants with liquor. A previous business closeout reduced receipts from home furnishings. The drop in fuel prices reduced receipts from the Fuel & Service Stations sector.

The losses were partially offset by recent additions that helped boost revenues for restaurants without alcohol and some categories of the General Consumer Goods sector.

The city's Street Improvements Transaction Tax generated an additional \$131,391 in revenue during the quarter.

Adjusted for aberrations, taxable sales for all of Nevada County declined 23.4% over the comparable time period, while the Far North region as a whole was down 20.1%.

### SALES TAX BY MAJOR BUSINESS GROUP



### TOP 25 PRODUCERS

In Alphabetical Order

49er Communications	Port of Subs Express Market
Bonanza Market	Riebes Auto Parts
Cirinos	Robinson Enterprises
D & D Supply	Sierra Metal Fabricators
Earth Song Market & Cafe	SPD Market
Express Mart	SPD Saw Shop
Friar Tucks Restaurant	Telestream
Fur Traders	Thomson Broadcast Media Solution
Heausers Plaza Tire	Tortilla Grill
Ikes Quarter Cafe	Tour of Nevada City Bicycle Shop
JH Petroleum	Trolley Junction Cafe
Leftys Grill	
New Moon Cafe	
Northridge of Nevada City	

### REVENUE COMPARISON

One Quarter – Fiscal Year To Date

	2008-09	2009-10
Point-of-Sale	\$262,618	\$155,822
County Pool	47,589	25,573
State Pool	(74)	164
Gross Receipts	\$310,133	\$181,559
Less Triple Flip*	\$(77,533)	\$(45,390)

Gross Trans. Tax \$158,440 \$131,391

\*Reimbursed from county compensation fund

## Statewide Trends

Adjusted for accounting aberrations, the local portion of California's sales and use tax for transactions occurring April through June were 18.4% lower than last year's comparable quarter.

All categories and regions were down with receipts from fuel, automobiles, business supplies, and construction materials exhibiting the largest reductions. This is the eighth consecutive quarter of statewide declines but subsequent reductions should become increasingly moderate as the economy bottoms out and future quarters are compared to previous record lows.

## The Climb Back Up

Statistically most economists agree that the national recession bottomed out somewhere around the end of July. Minor recovery is expected in the last half of the year as companies restock depleted inventories, federal stimulus programs filter through the system, and investor confidence returns.

However, restoration of California's previous sales tax levels will lag. Unemployment is projected to increase through the first quarter of 2010 and remain weak for several quarters after. Incomes are flat, household wealth has been exhausted, inflation is in decline, and the drops in property values are not over. Lenders are less risk tolerant and previously excessive borrowers have become disciplined savers.

The California Budget Project recently concluded that it took six years for the average household to fully rebound from the jobless recovery following the recession of 2001. New consumer frugality, tight credit, and moderate job growth may result in an equally slow recovery from this recession.

Prognostications for key segments:

**General Consumer Goods** – Sales of personal electronics remain solid but consumers are focusing on price and necessities when it comes to apparel and other merchandise. Weak back-to-school sales and limited credit

for new stock have retailers planning lean inventories for the holiday season which is projected to be flat with only modest gains through 2010.

**Transportation** – Cash-for-clunkers stimulated new car sales but largely borrowed from the next two quarters. Significant recovery is not expected until the 2011 models arrive. RV, boat, and motorcycle sales may languish until the return of full employment.

**Business & Industry** – Sales to health providers and manufacturers of food products, energy, and information technology remain stable. Investment in equipment and supplies as a whole however, generally drops in and out of a recession four to six quarters after consumer goods. Continued declines are expected through 2010.

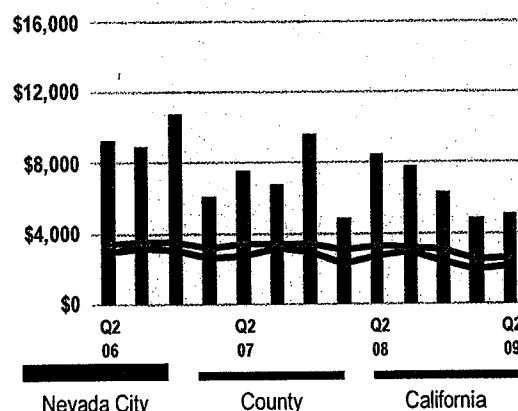
**Building & Construction** – Benefits from the stimulus package will be offset by state cutbacks. Projections are for weak office and commercial construction. Modest recovery in overall spending is not expected until after next summer.

**Fuel & Service Stations** – Lack of competition allows refiners to manip-

ulate costs of the state's environmentally friendly summer blend, but overall receipts are expected to stabilize after next quarter's comparison with the previous year's record price spike.

**Grocers & Restaurants** – Intense price competition has kept receipts from grocers' taxable goods down while higher-end restaurants continue to experience reduced patronage. Revenues are expected to remain flat for the next five to six quarters.

## SALES PER CAPITA

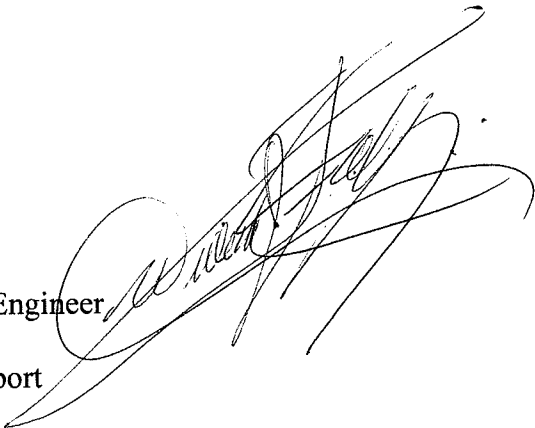


## NEVADA CITY TOP 15 BUSINESS TYPES

Business Type	Nevada City		County	HdL State
	Q2 '09	Change	Change	Change
Restaurants Beer And Wine	\$25,040	-19.1%	-4.4%	-12.5%
Electrical Equipment	21,952	-59.2%	-66.2%	-29.9%
Petroleum Prod/Equipment	— CONFIDENTIAL —	—	-19.8%	-47.2%
Grocery Stores Liquor	— CONFIDENTIAL —	—	-3.7%	-2.6%
Service Stations	12,985	-23.5%	-41.0%	-36.8%
Restaurants Liquor	10,113	-28.6%	-1.1%	-5.1%
Specialty Stores	6,776	-13.1%	19.6%	-12.3%
Auto Repair Shops	4,777	5.1%	-14.2%	-13.8%
Women's Apparel	3,697	-21.9%	-17.5%	-12.0%
Electronics/Appliance Stores	— CONFIDENTIAL —	—	2.8%	-14.2%
Restaurants No Alcohol	2,955	15.8%	-8.9%	2.9%
Contractors	2,855	-15.0%	-34.2%	-31.0%
Heavy Industrial	2,309	-80.2%	-66.1%	-30.6%
Sporting Goods/Bike Stores	2,304	-15.2%	-19.9%	-4.6%
Jewelry Stores	2,270	-21.0%	-6.8%	-14.5%
<b>Total All Accounts</b>	<b>\$155,822</b>	<b>-40.7%</b>	<b>-22.7%</b>	<b>-21.2%</b>
<b>County &amp; State Pool Allocation</b>	<b>25,737</b>	<b>-45.8%</b>		
<b>Gross Receipts</b>	<b>\$181,559</b>	<b>-41.5%</b>		

MEMO TO FILE

DATE: November 10, 2009  
FROM: William J. Falconi, City Engineer  
RE: Solar at Nevada City Airport



On the morning of November 5, 2009, staff and council representatives met with Kevin Bell of Chevron Energy. The energy division of Chevron Corporation, at no cost to the City, conducted a preliminary study of the old airport property off of North Bloomfield Road for the feasibility of a solar array to offset the energy use by the residents of Nevada City.

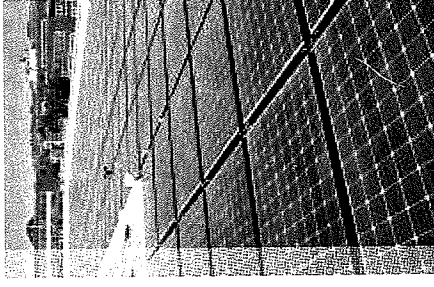
Chevron was able to create a system on the property that had virtually no negative effect on the environment, was not visible from any of the surrounding residences, and able to generate about 1000kw throughout most of the year. The cost of this project would be approximately \$6,500,000.00.

Energy today is worth about 14 cents per kilowatt of energy generated. This would easily pay our cost of installation over time with a reasonable payback of about 1,400,000.00/year against principle and interest; however, the PG&E pays for energy based on a result of reduced costs (i.e., they only pay 6 cents, not 14 cents because 8 cents is attributed to transmission costs.) Having said all of this, the laws may be changing in the near future, making it more attractive for the ultimate payoff, until such time the numbers and payback based on interest rates does not work. If the City wishes to proceed, Chevron would need about \$16,000.00 to design a system that would be ready to construct and hook to the grid including environmental documents.

At this time it would be staffs recommendation that Chevron be authorized to proceed with the final design, and the City would then have a shovel ready project to proceed with as soon as funding becomes available or when laws change.

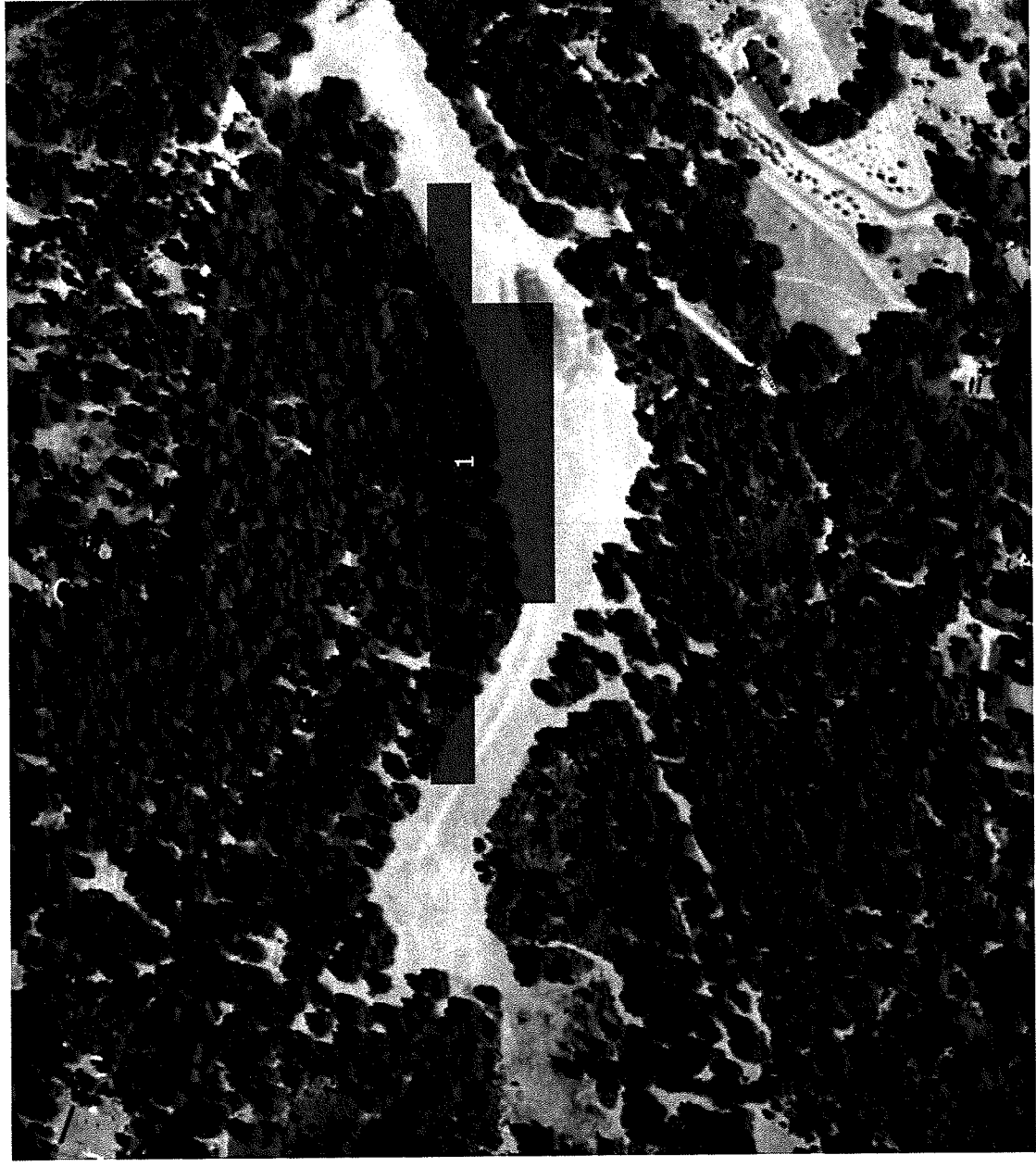


# City of Nevada City



Chevron Energy Solutions  
November 5, 2009

# City of Nevada City

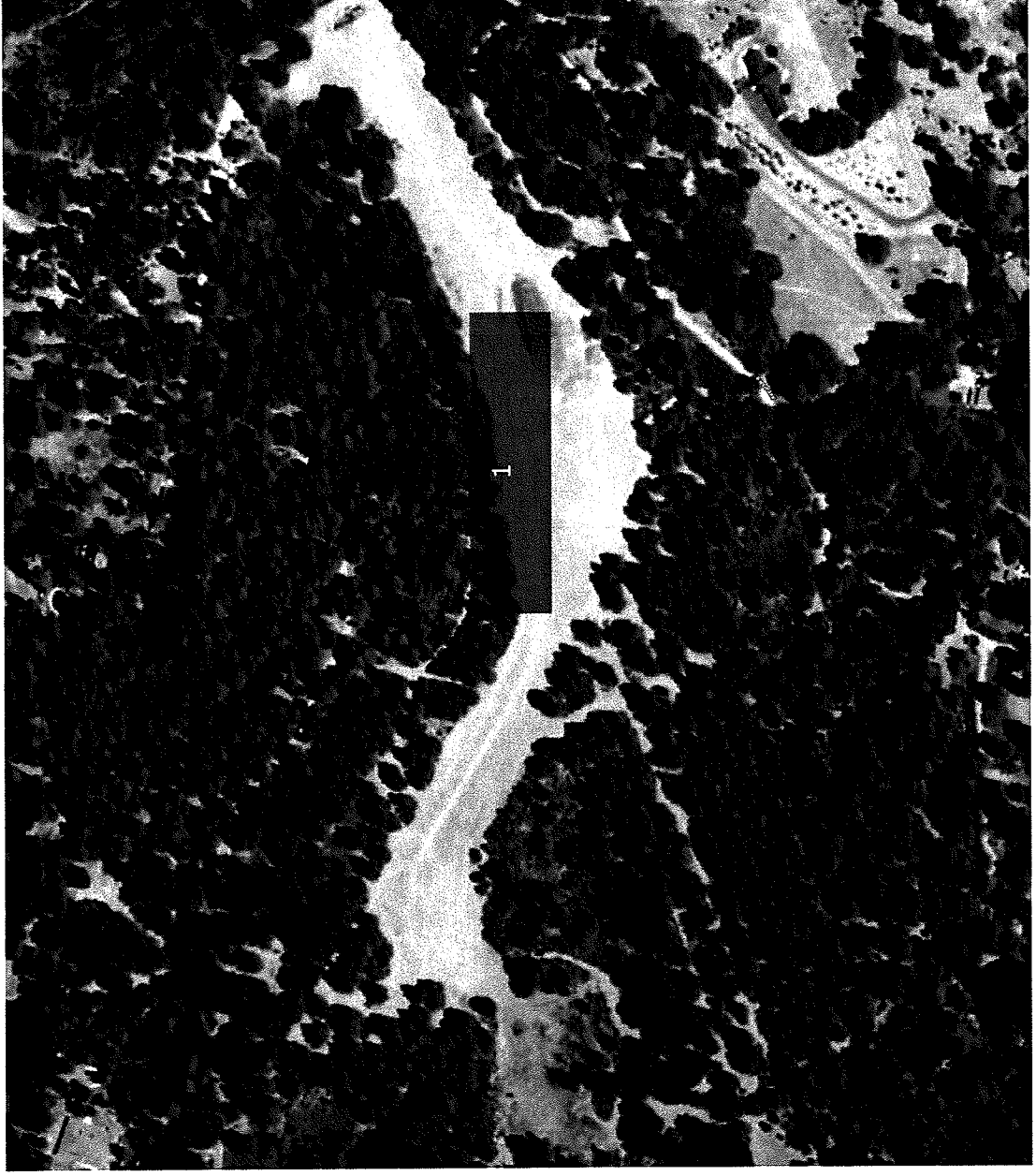


## Project Description

Array 1: 1000kW

Note: Meter Aggregate allows PV system size to be approximately 651kW.

# City of Nevada City



## Project Description

Array 1: 500kW



Yr	Rate \$/kWh	kWh/Yr	\$ Savings		
1	0.11761	1500000	176415	System	1000
2	0.1211	1489500	180378.45	Tilt	20
3	0.12509	1479073.5	185017.3041	Azimuth	180
4	0.12915	1468719.986	189685.1861	Production	1500
5	0.1329	1458438.946	193826.5359	Cost	6500000
6	0.1369	1448229.873	198262.6696		
7	0.14111	1438092.264	202929.1994		
8	0.14549	1428025.618	207763.4472		
9	0.15001	1418029.439	212718.5961		
10	0.15464	1408103.233	217749.0839		
11	0.15937	1398246.51	222838.5463		
12	0.1641511	1388458.784	227917.0368		
13	0.169075633	1378739.573	233111.266		
14	0.174147902	1369088.396	238423.8718		
15	0.179372339	1359504.777	243857.5518		
16	0.184753509	1349988.244	249415.0654		
17	0.190296114	1340538.326	255099.2348		
18	0.196004998	1331154.558	260912.9463		
19	0.201885148	1321836.476	266859.1524		
20	0.207941702	1312583.62	272940.8725		
21	0.214179953	1303395.535	279161.1949		
22	0.220605352	1294271.766	285523.2786		
23	0.227223513	1285211.864	292030.3541		
24	0.234040218	1276215.381	298685.7259		
25	0.241061424	1267281.873	305492.7736		
Total		22780239.14	5897014.343		

**Note:** Savings exclude financing rates and any other charges.  
 RECs and CSI cannot be obtained if Feed-In-Tariff rate structure is used.

Yr	Rate \$/kWh	kWh/Yr	\$ Savings		
1	0.11761	750000	88207.5	System	500
2	0.1211	744750	90189.225	Tilt	20
3	0.12509	739536.75	92508.65206	Azimuth	180
4	0.12915	734359.9928	94842.59306	Production	1500
5	0.1329	729219.4728	96913.26794	Cost	3250000
6	0.1369	724114.9365	99131.33481		
7	0.14111	719046.1319	101464.5997		
8	0.14549	714012.809	103881.7236		
9	0.15001	709014.7193	106359.298		
10	0.15464	704051.6163	108874.5419		
11	0.15937	699123.255	111419.2731		
12	0.1641511	694229.3922	113958.5184		
13	0.169075633	689369.7865	116555.633		
14	0.174147902	684544.198	119211.9359		
15	0.179372339	679752.3886	121928.7759		
16	0.184753509	674994.1219	124707.5327		
17	0.190296114	670269.163	127549.6174		
18	0.196004998	665577.2789	130456.4732		
19	0.201885148	660918.2379	133429.5762		
20	0.207941702	656291.8102	136470.4362		
21	0.214179953	651697.7676	139580.5975		
22	0.220605352	647135.8832	142761.6393		
23	0.227223513	642605.932	146015.1771		
24	0.234040218	638107.6905	149342.8629		
25	0.241061424	633640.9367	152746.3868		
Total		11390119.57	2948507.172		

Note: Savings exclude financing rates and any other charges.  
 RECs and CSI cannot be obtained if Feed-In-Tariff rate structure is used.



## Chevron Energy Solutions Solar Project Experience



At the U.S. Postal Service Processing & Distribution Center in Oakland, California, rooftop solar panels span an area nearly the size of two football fields.

Chevron Energy Solutions (CES), a division of Chevron USA Inc., is one of the largest developers of solar energy projects in the United States. Our customers range from federal, state and municipal governments to public and private institutions and commercial businesses. CES also applies its energy efficiency, reliability and power generation expertise to help Chevron Corporation find ways to drive greater efficiencies throughout its operations.

CES's solar portfolio totals roughly 22 megawatts of generated capacity, with more than 128,000 solar panels installed. Some of our projects have achieved noteworthy status in the industry. In San José, California, CES constructed a 5.5-megawatt photovoltaic system, part of the largest solar power and energy efficiency program at a K-12 school district in the U.S. For the Contra Costa Community College District in Northern California, CES completed the largest solar power installation for an institution of higher learning in North America. And for the U.S. Postal Service in Oakland, California, CES installed the largest rooftop solar system at a federal facility.

The following table summarizes CES's solar project experience.

Customer	Technology/Size	Summary
San José Unified School District Phases I & II San Jose, CA	Photovoltaic (solar) Phase I – 2 MW (dc) Phase II – 3.5 MW (dc)	This project is the largest solar power and energy efficiency program at K-12 schools in the U.S. The program will provide more than \$25 million in energy cost savings to the District over the life of the solar power system and reduce the District's demand for utility power by 25 percent. The solar power generated over the life of the system will offset the production of more than 100,000 metric tons of carbon dioxide emissions, equivalent to planting more than 1,400 acres of trees. CES designed and constructed the project. Bank of America financed and owns the solar equipment and sells the power to the District.
Milpitas Unified School District Milpitas, CA	Photovoltaic (solar) 3.43 MW (dc)	CES constructed a 3.43-MW solar power system at 14-sites district-wide. The system supplies 75 percent of the district's total annual electricity needs through solar energy. The solar panels are mounted on parking canopies and shade structures at 13 schools and one district site. CES provides maintenance for the solar power system and will measure and guarantee its performance.

# Solar Project Experience



Customer	Technology/Size	Summary
Contra Costa Community College District Phases I & II California	Photovoltaic (solar) Phase I – 2.65 MW (dc) Phase II – 534 kW (dc)	2.65-MW solar PV system installed at three campuses – Contra Costa College, Diablo Valley College and Los Medanos College. CES provided engineering, design, equipment procurement, installation, interconnection to utility and campus grid, system startup, and commissioning services. The installation comprises 18,000 photovoltaic panels mounted on 34 canopies in six parking lots. The project also included comprehensive energy efficiency improvements at the three campuses and District office.  In Phase II, an additional 534 kW of solar capacity was added, bringing the total system size to 3.2 MW.
California State University Fresno, CA	Photovoltaic (solar) 1.2 MW (dc)	Design and construction of a 1.2-MW solar PV parking canopy structure on five acres. The system is estimated to provide 20 percent of core campus power usage. Power is being sold to the University through a long-term power purchase agreement financed by a third-party investor.
Los Angeles County Metropolitan Transportation Authority (Metro) California	Photovoltaic (solar) 1.2 MW (dc)	CES designed and constructed a 1.2-MW (dc) rooftop photovoltaic system at the Metro Support Services Center (MSSC). This system is the nation's largest solar panel installation at a transit facility. The project included energy efficiency/conservation measures and upgrades to lighting, HVAC and air compressors at the facility. CES will also provide system maintenance training for Metro staff.
East Los Angeles Community College California	Photovoltaic (solar) 1.19 MW (dc)	CES designed and constructed a 1.19-MW solar PV carport system on the main campus parking lot. Generated power is being sold to the campus under a Power Purchase Agreement (PPA) structure. The solar PV system is expected to offset approximately 20 percent of the campus electricity needs.
Alameda County Santa Rita Jail Dublin, CA	Photovoltaic (solar) 1.18 MW (dc)	CES worked with PowerLight Corporation to engineer a comprehensive energy management program that included PV and energy efficiency projects. The combined project has reduced the facility's peak summer demand consumption of grid-generated electricity by 35 percent. Over 2.5 million kilowatt-hours of annual electricity consumption are diverted from California's electric grid by the Santa Rita Jail project. These savings benefit all state consumers by reducing grid power purchases, most of which occur during peak electrical demand hours, the time when state transmission lines are most constrained.
U.S. Postal Service Oakland, CA	Photovoltaic (solar) 910 kW (dc)	CES developed, engineered, and constructed the largest rooftop solar PV system at a federal facility in the U.S. Project included comprehensive energy efficiency measures: improved lighting systems inside the facility and parking garage, three high-efficiency 300-ton centrifugal chillers and other HVAC upgrades, a new energy management system to control HVAC equipment, high-efficiency air compressors, and water conservation measures. The new solar generation system helps to meet peak electrical demands at the facility.

# Solar Project Experience



Customer	Technology/Size	Summary
Moscone Convention Center San Francisco, CA	Photovoltaic (solar) 600 kW (dc)	CES worked with PowerLight Corporation to engineer a comprehensive energy management program that included photovoltaics and energy efficiency improvements reducing energy consumption at the convention center by 20 percent.
Los Angeles County Metropolitan Transportation Authority (Metro) California	Photovoltaic (solar) 500 kW (dc)	Design and construction of a combined 500-kW solar PV carport and rooftop system at a Bus Maintenance Division facility.
Chevron Bakersfield, CA	Photovoltaic (solar) 640 kW (dc)	CES completed installation of the first solar PV facility in California to help power oil field operations. At 640 kilowatts (dc), the demonstration project (Solarmine) is the largest array of flexible, amorphous-silicon solar technology in the world.
U.S. Postal Service West Sacramento, CA	Photovoltaic (solar) 403 kW (dc)	Comprehensive energy efficiency and distributed generation project at eight U.S. Postal Service sites in the Sacramento District. The centerpiece of the installed measures at the West Sacramento Processing & Distribution Center is a 403-kW peak PV solar parking shade structure. In addition to on-site generation benefits, the system provides shaded parking for almost 100 vehicles. Other energy efficiency measures include: compressed air, variable volume air handlers, variable speed chilled and hot water pumps, energy management system recommissioning, air curtains, high efficiency chillers, LED exit signs, compact fluorescent lighting, T-8 lighting, electronic ballasts, and occupancy sensors. The overall project is expected to save 5.5 million kilowatt-hours per year.
Solano County California	Photovoltaic (solar) 350 kW (dc)	The solar photovoltaic system consists of a 230-kW rooftop solar array and a 120-kW carport parking shade. The project also included a central plant expansion with a 2.85 MW cogeneration system.
U.S. Postal Service San Francisco, CA	Photovoltaic (solar) 285 kW (dc)	Comprehensive energy efficiency and distributed generation project for two large U.S. Postal Service facilities in the San Francisco District. At the San Francisco Processing and Distribution Center (P&DC), CES installed 185 kilowatts of crystalline-silicon solar panels mounted on a parking canopy that tracks with the sun. On the roof of the facility, CES installed 100 kilowatts of flexible, amorphous-silicon solar panels.  CES also installed a 250-kW fuel cell and numerous energy efficiency measures, including new energy management and compressed air systems, lighting retrofits and comprehensive HVAC system upgrades. The project reduces both electricity purchases and heating needs at the P&DC by over 60 percent.
Glendale Water & Power Glendale Community College Glendale, CA	Photovoltaic (solar) 261 kW (dc)	Design and construction of a 261-kW (dc) solar PV system on the roof of a new parking structure located at Glendale Community College. The energy production from the system will be used by Glendale Water & Power to meet its Renewable Portfolio Standards goals.
University of California at San Francisco, Mission Bay Campus San Francisco, CA	Photovoltaic (solar) 250 kW (dc)	Parking canopy, rooftop, and building-integrated vertical façade solar power system with a peak generating capacity of 250 kilowatts.

# Solar Project Experience



Customer	Technology/Size	Summary
U.S. Postal Service San Jose, CA	Photovoltaic (solar) 209 kW (dc)	CES installed a 209-kW rooftop solar PV system at the U.S. Postal Service's San Jose Processing and Distribution Center. The project also included energy efficiency improvements to lighting systems and HVAC equipment.
Foothill-De Anza Community College District De Anza College Cupertino, CA	Photovoltaic (solar) 200 kW (dc)	CES installed a 200-kW PV parking shade structure with solar tracking system, which automatically tracks the sun and provides maximum electric output.  CES also installed four 60-kW Capstone turbines for a total of 240 kW serving the campus electric grid. The waste heat is used for pool heating. With these new energy efficiency measures, the Foothill-De Anza Community College District is helping to reduce greenhouse gases and air pollutants caused by the production of electrical energy from fossil fuels. Reduced power plant operations will result in cooling tower water savings of approximately 1.3 million gallons/year.
Pierce College LA County, CA	Photovoltaic (solar) 191 kW	Under a performance contract with Pierce College, CES installed a 191-kW solar power system mounted on a parking shade structure.  The project also included design and installation of a 360-kW cogeneration system comprised of six 60-kW microturbines and an efficient heat recovery system that captures waste energy from four previously installed 30-kilowatt microturbines that heat the college's outdoor pool.
City of Richmond California	Photovoltaic (solar) 173 kW (dc)	As part of its Civic Center Master Plan, the City of Richmond is renovating the City Hall and civic auditorium buildings, as well as other public buildings and spaces. CES will design and install rooftop solar PV systems on the City Hall and civic auditorium with a combined peak capacity of 173 kW (dc). The PV system will support the City's effort to achieve LEED Silver-level certification for City Hall. The project is scheduled for completion in May 2008.
Foothill-De Anza Community College District Foothill College Los Altos Hills, CA	Photovoltaic (solar) 100 kW (dc)	CES installed a 100-kW solar panel-topped parking shade structure. The project also included the installation of four 60-kW Capstone turbines for a total of 240 kW serving the campus electrical grid. The waste heat is used for pool heating.  This project reduces the District's power purchases, offsetting the production of greenhouse gases and air pollutants from local utility plants. Reduced campus power plant operations result in cooling tower water savings of 1.3 million gallons/year.
City of Richmond California	Photovoltaic (solar) 94 kW (dc)	This comprehensive energy efficiency project for the City of Richmond included a 94-kW solar PV system as well as a 60-kW microturbine cogeneration system, boiler replacement, heating system conversion from steam to hot water, high efficiency lighting, LED traffic signals, and building energy management system upgrades.

# Solar Project Experience



Customer	Technology/Size	Summary
University at Buffalo The State University of New York	Photovoltaic (solar) 73.5 kW (dc)	CES installed 6,300 square feet of PV panels on the roof of Norton Hall, forming the largest solar array on any building in western New York. The system has a peak output of 73.5 kilowatts with annual energy production expected to reach 73,100 kilowatt hours. A portion of the project cost is paid through savings created by a major energy conservation project, which focused on energy-saving measures ranging from lighting retrofits to heat recovery that will produce annual utility bill savings of more than \$1 million.
Los Angeles Valley College California	Photovoltaic (solar) 67 kW (dc)	67-kW solar PV system installed on a rooftop, utilizing a non-roof-penetrating mounting system. The project is helping the campus reach its goal of using renewable energy to meet a percentage of its overall generation needs.
Sacramento County California	Photovoltaic (solar) 67 kW (dc)	CES is installing a 67-kW roof-mounted rack PV solar array to integrate into electrical system of the Building Maintenance and Operations building. Project to be completed by third quarter of 2008.
Sonoma State University California	Photovoltaic (solar) 60 kW (dc)	The PV system at Sonoma State University was installed on the rooftop of the Student Recreation Center. It comprises an outside inverter and an array of 348 crystalline PV panels providing 57,420 WDC (48.25 kWAC) output, mounted at a tilt on 87 self-ballasted frame racks. The project also included a weather station and public "kiosk" display panel, which presents project information and system operational data.
Irvine Valley Community College California	Photovoltaic (solar) 55 kW (dc)	This project consisted of a 55-kW rooftop solar photovoltaic system as well as four 60-kW Capstone microturbines. Exhaust heat from the microturbines is used by an absorption chiller for cooling.
City of South Gate South Gate, CA	Photovoltaic (solar) 44 kW (dc)	As part of a comprehensive city-wide facilities upgrade project, CES installed a 44-kW solar parking shade structure at the City Hall and a 60-kW microturbine to serve as the primary heating source for the City's Sports Center heating, domestic hot water and Olympic sized swimming pool.
Washtenaw County, Michigan	Photovoltaic (solar) 10 kW (dc)	CES assisted the County in applying for and receiving a \$60,000 grant for a 10-kilowatt solar power array installed on the parking structure canopy at the Washtenaw County Courthouse. The PV system provides electricity to the underground parking garage, even in the event of a blackout, and serves as an educational tool for employees, residents and visitors.
Montara Water & Sanitary District California	Photovoltaic (solar) 6 kW (dc)	CES installed a 5-kW solar PV system on the roof of a water storage reservoir and a 1-kW PV battery charging system on a maintenance and emergency supplies building.
City of Jacksonville Florida	Photovoltaic (solar) 4.8 kW (dc)  Solar domestic hot water heating	CES installed a 4.8-kW solar panel system on the roof of the Jacksonville City Hall. Solar domestic hot water heating systems were installed at the Police Memorial Building and the Prime Osborn Convention Center, resulting in avoided thermal loads of 284 Btu and 56,800 Btu per day, respectively.